



COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

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To enrich lives through caring and effective service

MICHAEL J. HENRY
DIRECTOR OF PERSONNEL

September 3, 2003

To: Each Department Head

From: Michael J. Henry
Director of Personnel

David E. Janssen
Chief Administrative Officer

Subject: **MANAGEMENT APPRAISAL AND PERFORMANCE PLAN
(MAPP)**

MAPP EVALUATIONS – 10/01/02-09/30/03

The annual performance cycle for Management Appraisal and Performance Plan (MAPP) participants concludes on September 30, 2003. This cycle covers a twelve-month period from October 1, 2002 through September 30, 2003. Performance evaluations for MAPP participants should be completed as soon as possible after September 30, 2003, but no later than November 3, 2003. Issues which we noted in our review of the 2001-2002 performance evaluations should be addressed in the 2002-2003 performance evaluations. In addition, any resulting appeals should be processed through your department's appeal procedure by December 3, 2003.

As requested by various Board Offices, the Chief Administrative Officer has emphasized the need to achieve an appropriate allocation of ratings, especially between merit and exceptional, commencing with the 2002-2003 performance cycle. This will require department heads to critically review all MAPP participants' evaluations and ratings to ensure alignment with the County's Strategic Plan, departmental goals and priorities, and that performance objectives are met. This will also facilitate greater consistency within and across departmental lines, aid in greater productivity as the bar of what constitutes "exceptional performance" is raised and lastly, will assist in reducing the chance of performance rating inflation.

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MAPP GOALS – 10/01/03-09/30/04

The next MAPP performance cycle begins on October 1, 2003 and continues until September 30, 2004. The MAPP program provides that goals for 2003-2004 for all participants should be in place by October 1, 2003.

Department heads have been requested to prepare draft goals for 2003-2004 for submission by September 15, 2003. Department heads have been requested to reinforce the overarching relationship between their annual goals and the County Strategic Plan and department strategic plans. In addition, beginning in 2003-2004, goals are to be aligned with the County Mission Statement "To enrich lives through effective and caring service"; and the County's recently adopted framework for reporting the results, Performance Counts! The department head's goals should form the basis for individual MAPP participant's goals. Any issues which we noted in our review of the 2002-2003 goals should be addressed in the development of the 2003-2004 goals. As instructed by the Board of Supervisors, each participant's goals should include at least one stretch goal (See sample stretch goals - Attachment I). Please ensure that each one of your MAPP participants is provided a copy of these sample stretch goals.

SUBMISSION OF DOCUMENTS TO DEPARTMENT OF HUMAN RESOURCES

In an October 30, 2001 memo to each Supervisor, the Department of Human Resources (DHR) has committed to: 1) annually review goals and objectives to ensure that stretch goals are included and 2) annually review all performance evaluations. Therefore we are again requesting that each department submit: 1) all MAPP participants goals and behaviors on the MAPP evaluation form for the performance cycle October 1, 2003 through September 30, 2004 and 2) all MAPP evaluations for the performance cycle October 1, 2002 through September 30, 2003. Attached is a checklist of documents, which we are requesting by November 26, 2003 (Attachment II). Please send the requested documents in a sealed envelope marked "CONFIDENTIAL" to:

Department of Human Resources
Attn: Jon Lenvik
555 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

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MAPP orientation training is offered through the Los Angeles County Training Academy. To obtain information regarding the County's four-hour MAPP Orientation for new participants, please contact Howard Phillips of DHR staff at (213) 738-2232 to arrange for training. For information regarding the 16-hour Performance Measurement Workshop, please contact Rosie Maloof of DHR staff at (213) 738-2117.

If you have any questions regarding this memo, please call either of us or your staff may call Jon Lenvik of DHR staff at (213) 893-9770.

MJH:REB
JEL:ck

Attachments

c: Each Supervisor
Administrative Deputies
Personnel Officers
MAPP Administrators

jlenvik/MAPP reminder 9/2/03

**Department of Human Resources
MANAGEMENT APPRAISAL AND PERFORMANCE PLAN (MAPP)
Sample of Stretch Goals**

As a result of our review of the goals and objectives for the 2002-2003 performance cycle, we noted that for some of the goals it was difficult for an outside reader who may not be familiar with specific programs to determine if the goals were stretch goals; this was primarily due to the lack of information in the goal indicating the significant impact on programs, product, or services. Stretch goals for the 2003-2004 performance cycle should also specify what must be accomplished to achieve the goals. The sample goals below are to assist participants in setting their goals for the 2003-2004 performance cycle.

Goal: By September 27, 2004 develop and implement performance standards for eight analysts in the Appeals Division. Achieving this goal will enhance accountability and contribute to increasing the rate at which appeals are completed within the 60-day time frame specified in the Civil Service Rules. This goal includes:

- Conducting and documenting interviews with eight analysts.
- Developing measures of quality, quantity and efficiency for the fundamental requirements of: workload planning, investigation and analysis, written communication, appeal resolution, file control and maintenance, and minimum productivity.
- Developing and conducting training for all eight analysts, assessing their understanding of the standards, and conducting remedial training as needed.
- Designing and implementing procedures to ensure that data for the performance measures is tracked and monitored by supervisors.

Countywide Strategic Plan: Goal # _____

Departmental Strategic Plan: Goal # _____

Goal: By July 30, 2004, apply for \$4.5 million in grant funding to construct five new child care centers which will each accommodate ten infants and 20 preschool children. Achieving this goal will help address a critical shortage of temporary child care for GAIN participants which will assist participants in meeting their program obligations and reduce the time required for them to achieve independence. This goal includes:

- Producing an interim report that identifies all requirements for operating safe and efficient child care centers, and specifies the roles, capabilities, time and other requirements of all agencies, County offices, and vendors who would be involved in any phase of implementation or operation.
- Preparing start-up and operating budgets for initial implementation and the first year of full operation that includes space, any necessary construction or remodeling, equipment, supplies, staffing, training, and advertising.
- Developing and submitting a grant proposal that complies with all requirements of the funding agency.

Countywide Strategic Plan: Goal # _____
Departmental Strategic Plan: Goal # _____

Goal: By December 31, 2003, reduce warehouse inventory by 25% and close three branch warehouses. Reducing current warehouse inventory of 2 million square feet and eliminating rental of three facilities will reduce spoilage of goods, reduce the use of contract cleaning staff and supplies and reduce property rental fees for a total estimated annual savings of \$500,000. This goal includes:

- Redesigning the process for stock ordering and delivery.
- Establishing a contract with vendors.
- Modifying existing leases and contracts.

Countywide Strategic Plan: Goal # _____
Departmental Strategic Plan: Goal # _____

Goal: By August 30, 2004, decrease waiting time for hotline responses from four minutes to two minutes or less. Wait time will be measured by software included in the new communication system. Additional quality measures will include a customer survey, with overall acceptable or better satisfaction ratings on 90% or more of the calls. This goal includes:

- Design of new telephone communication system.
- Development of a call triage system.
- Develop and send out RFP and select vendor.
- Implementation of a new telephone communication system.
- Develop training on an automated services referral information data base and training all hotline staff.

Countywide Strategic Plan: Goal # _____
Departmental Strategic Plan: Goal # _____

**DEPARTMENT OF HUMAN RESOURCES
MANAGEMENT APPRAISAL AND PERFORMANCE PLAN (MAPP)
Documentation Checklist**

Please provide the following documents to the Department of Human Resources by November 26, 2003:

- I. Performance evaluations for all MAPP participants for the evaluation period October 1, 2002 - September 30, 2003.

Performance evaluations will be reviewed based on the following:

- Correct appraisal period.
- Required MAPP format used.
- Appropriate signatures included and dated for the plan approval and evaluation.
- Performance evaluation ratings that are fully supported by the participant's comments for goals and rater comments (for ratings other than category 3) for each goal and each Management Behavior.
- Plan approval completed on time. (e.g. no later than October 31, 2002).
- Evaluations completed on time. (e.g. no later than November 3, 2003).
- An overall rating with supporting rater comments for any participant receiving an overall rating other than merit.

- II. Department head goals for the 2003-2004 performance cycle (draft if not finalized).

- III. Goals and behaviors for the 2003-2004 performance cycle for all MAPP participants submitted on the new MAPP Evaluation Form (Revision date 08/2003) which will be e-mailed to all Administrative Deputies, MAPP coordinators, and Personnel Officers with an explanation of several wording changes to reflect Performance Counts! Goals should be in place by October 1, 2003; however, they will be considered timely if they are in place and signed off by the department head by October 31, 2003.)

Goals will be reviewed based on the following:

- Goals that are linked to the Strategic Plan, relevant, specific, achievable, measurable and timely.
- Identification of at least one "stretch goal" which indicates:
 - Significant impact on programs, product, or services.
 - What must be accomplished to achieve the goal including the magnitude of effort required.

- IV. Departmental Strategic Plan (if available).

- V. Departmental organization chart.

- VI. Alphabetical lists of MAPP participants:

- All MAPP participants (with employee numbers) in your department as of October 1, 2003.
- All MAPP participants (with employee numbers) who were in the performance cycle 2002-2003 for six months or longer as of September 30, 2003 and their assigned ratings.